

Empowering digital marketing engagement

With HCLTech's Marketing Operating Model



In a dynamic business landscape where the customers are spoiled for choice by businesses across the globe, digital-led marketing interventions are more important than ever. Today, digital marketing implementations and operations need scalability to match the growth of our customers across business units, geographies, languages and brands. They also need to be scalable to keep up with the technical breadth and cutting edge innovations in today's rapidly changing technical landscape.

To provide enterprises with these capabilities and more, HCLTech has created a Marketing Operating Model to provide structure to such marketing at scale journeys.

Overview

As organizations move towards a centralized marketing approach across the globe, there is an urgent need to scale digital marketing implementation, and operations across geographies, brands, cultures, and languages. Such digital journeys need a transformative approach which can scale as platforms expand into newer business units and countries. This necessitates a consolidated framework to bring structure to embark customers on a disciplined journey of transformation.

There are moving parts and multiple stakeholders to any digital engagement, especially ones which span the globe. This framework brings discipline and rigor to the interaction points between all stakeholders. However, many organizations struggle to convert a digital strategy into a roadmap for execution and deployment.

At HCLTech, we have unique advantage to have scaled digital framework like FENIX and ASM 2.0, that have proven to structure Scale Digital journeys. We are in a unique position to offer Marketing Operating, based our learnings and experiences from working with large clients on their transformation journeys.



We have created a framework which addresses the needs of our customers around scaling Digital marketing implementations to enable them in their quest for global brand consistency, reusability, and agility. Our Marketing Operating model is aligned to HCLTech's proven FENIX framework and ASM 2.0 model that helps organizations rewire their core DNA to realize digital transformation objectives.



Key challenges which come up as part of marketing operating model transformation journey are.



Business units/ market alignment

Business units feel that their product owners are lost in a mix of different needs from other units or markets which are sometimes competing with their own requirements.



Release management

Key challenge was to manage their delivery cycle which was generating large chunky releases for every 5-6 months in production.



Market differentiators in digital offerings

Inability to attack their market and competitors in a targeted, fast, tested and localized manner.



Scalability

As more geos, brands, cultures, and stakeholders start using the platform, the stability of platform is impacted due to lack of coordination and change management.

Key characteristics of the framework



Scale globally

Enables scaling the digital marketing platforms to global markets and brands with a structured and efficient approach.



Create a business aligned delivery structure

Provides a delivery structure that is business aligned and meets the unique requirement and expectations for various teams.



Manage global stakeholder expectations

Manages expectations and interactions with all the stakeholders involved in the digital marketing engagement



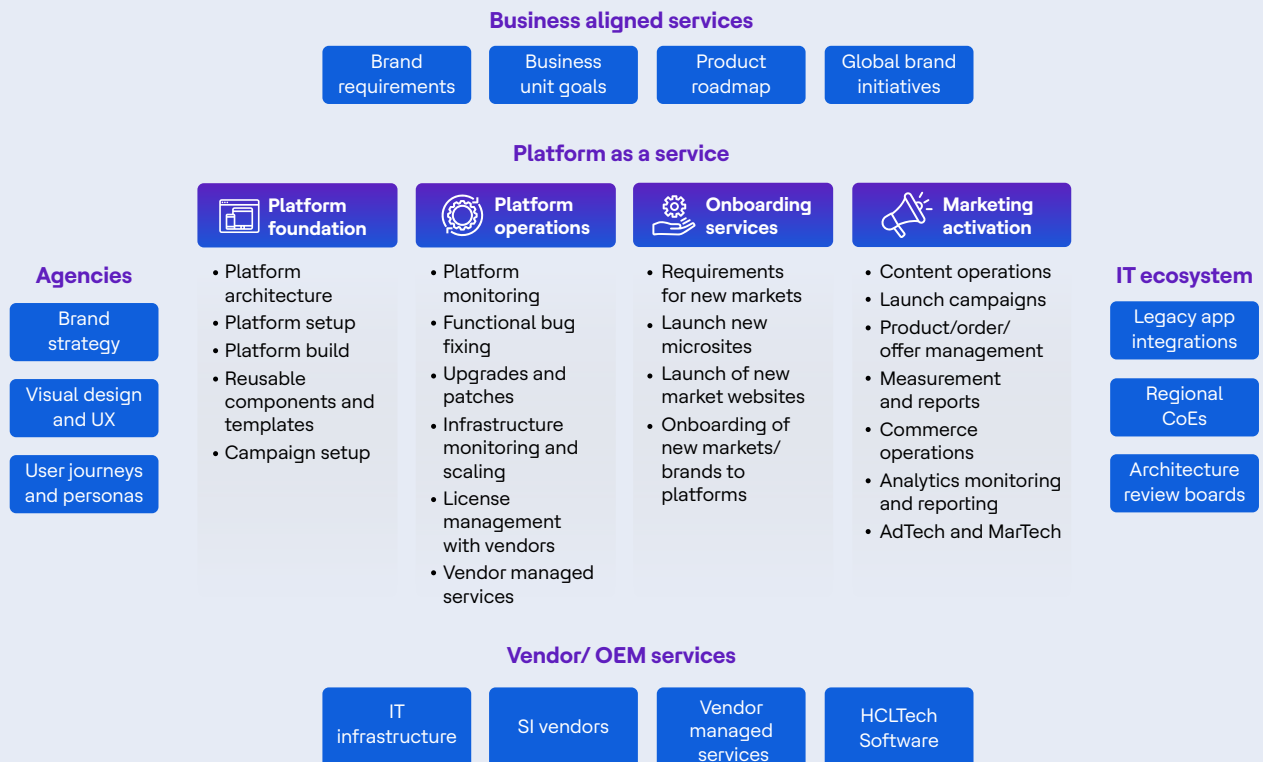
Provide agility

Ability to onboard new entities and markets to the marketing platform and ensure that the platform, operations, and new build teams work in tandem to decrease time to market.

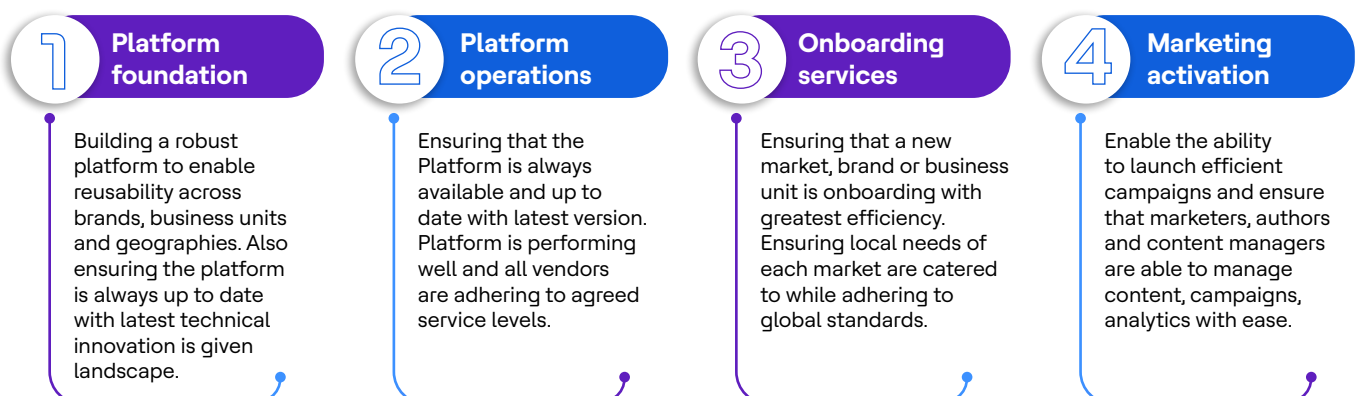


Solution overview

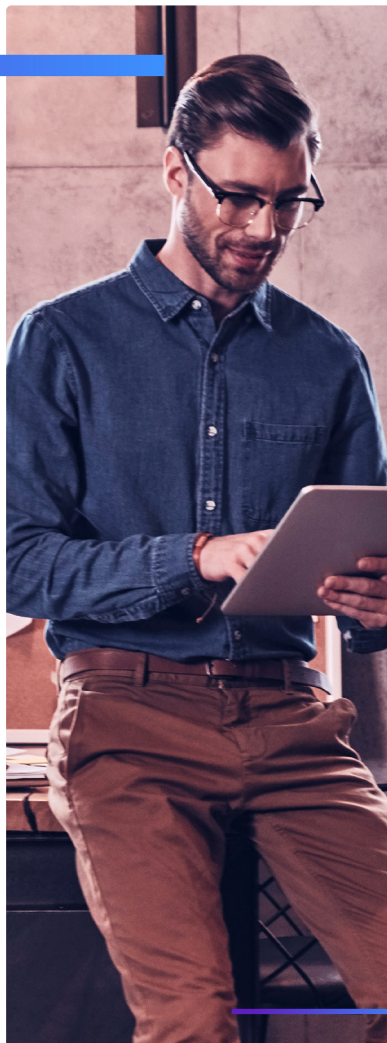
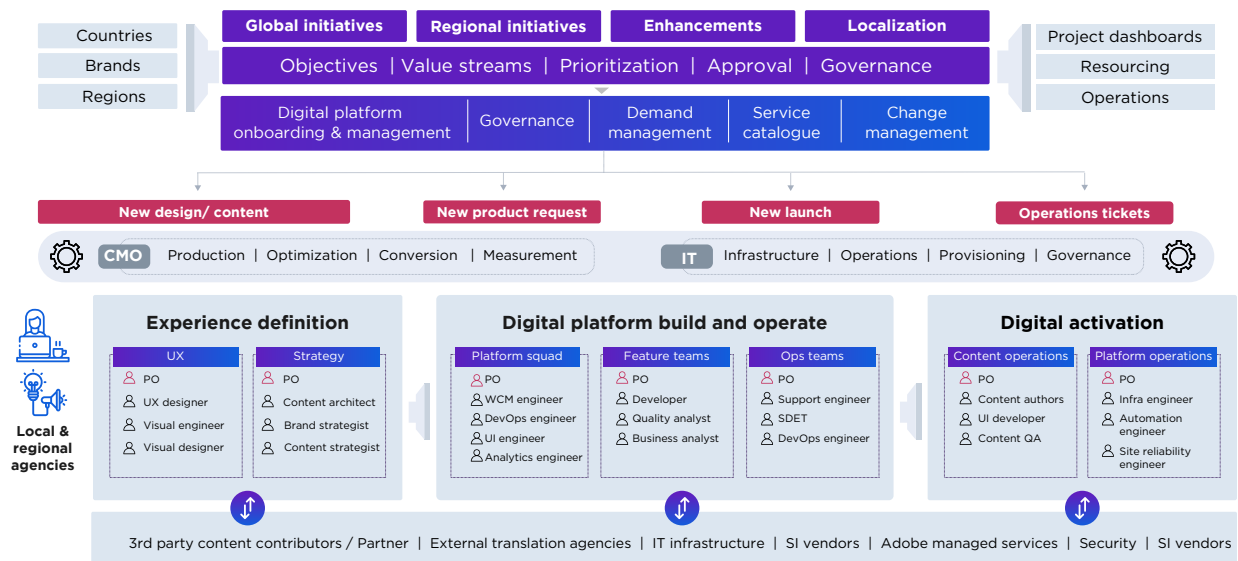
As there are many moving parts to a marketing engagement, based on HCLTech's vast experience we have come up with an all-encompassing service construct to include all stakeholder interactions and dependencies as shown below.



As a marketing platform, a single owner of entire platform should provide end to end services including



As all the moving parts work together the product, platform, onboarding, and operations team come together as feature teams to deliver services to all stakeholders. These teams together with governance model form the core structure of Marketing operating model as shown below



The key characteristics of this model are explained below.



Governance

A governance model to collaborate with countries, brands, and region to manage demand and change. Also provide a continuous view to platform status through dashboards and reporting



Feature teams

PI skilled teams to service all functions of a digital marketing platform from experience definition, to platform build, feature development and operations of the platform



CMO and IT collaboration

Work with content management organization and IT to ensure marketing needs are catered to and also cutting-edge IT tools are leveraged for market and technology leadership



Creative and OEM handshake

Ability to interact with external teams like multiple creative agencies and also technology product vendors through a well-defined handshake process

HCLTech's marketing operating model adoption journey

A typical journey to transform our customers marketing operating model can last from 24 months to 36 months. Typically it is a five step journey depending on existing maturity of customer organization. Indicative journey focuses on below steps.

Journey timeline	Transition state	Key Activities
	Adopting spotify agile	Mapping to existing team structure
Months 3-6	Embedding full-stack engineers and driving test automation through Behaviour Driven Development (BDD)	Test engineers are replaced by Dev engineers Dev engineers drive test automation Behaviour Driven Development (BDD) adopted
Months 6-12	Drive DevOps, release automation and performance monitoring through Ops engineer	Introduction of Ops engineer to drive: CI, CD build automation security automation application performance monitoring red teaming automate operational checklist
Months 12-18	Introduce chapter leads	Best Dev engineer to be chapter lead chapter lead ensures: technical standardization sharing of best and worst practices performance appraisal of related Dev engineers
Months 18-24	Zero scrum master	Zero scrum masters scrum master's responsibility shared between PO and chapter lead

Key levers and benefits of adopting HCLTech's marketing operating model

Lever	From	To	Benefit
Organization Agility	Siloed and federated ITS Units	IT Units re-aligned to Product setup, with open culture and cross pollination of ideas. Teams aligned to value streams and flow of value.	Transparency, focus on customer value
Workforce	"I" based profile skills – specialized in one technologies or service	"T" based profile skills– breadth in multiple skills and depth in one	Accelerated Development
Team Structure	Pyramid Model: Team are structure based on Traditional structure	Diamond Model: Squads are structure based on diamond Model which is to transform from experience based to expertise-based competency Model	Delivery Excellence
Team Mix	Federated Teams: Silo Development, and Testing Teams with lack of accountability and fragmented responsibilities	Converged Teams: Business, IT development engineers and testers and operations collaborating in one Squad for the E2E AD lifecycle, including design, development, test, change and production. Persistent teams for end-to-end accountability.	Speed to Market
Automation & Engineering	Engineering and automation focus on functions	Culture of engineering products not constrained by region or function. Focus on automation first.	Scale & Innovation Engineering excellence
Innovation	Innovation in pockets through sporadic ideation	Idea incubation/ innovation by design and continuous improvement	Innovation culture with continuous ideation

In today's connected world, global-reach, speed, and customer experience are the new value attributes. The traditional attributes of standardization, cost reduction, and efficiency are still present. They are now delivered in the context of increasing customer experience and speed, while oscillating around a consistent brand messaging. Our marketing operating model allows enterprises to achieve this and more, all the while driving innovation, transparency and end-customer focus at scale and speed.



We worked with a European electric utility major on a series of transformation projects covering customer journeys that spanned B2B, B2C and future energy and smart energy homes. We built upon technology stacks from Microsoft, Salesforce, and Adobe and implemented scaled agile delivery. 20+ cross functional teams were set up. The CI/CD assessment and tech stack shortened release cycle. The implementation also enabled a culture of continuous innovation.

We also leveraged these principles while driving marketing transformation for a major US-based financial organization. We worked with the company to drive user experience reimagination by leveraging Adobe Experience Cloud. By bringing the Fenix 2.0 approach into play, we were able to transform the operating model across teams serving different business units based on Spotify model, increase engagement and revenue by centralizing communications and personalized messaging delivery management, and scale for business growth with increase in the number of leads and prospects due to automated email campaigns.

To learn more about how we can help you lead digital-led transformation across your organization, write to us at digitaltransformation@hcl.com



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HCLTech | Supercharging Progress™

HCLTech is a global technology company, home to 211,000+ people across 52 countries, delivering industry-leading capabilities centered around Digital, Engineering and Cloud powered by a broad portfolio of technology services and software. The company generated consolidated revenues of \$11.79 billion over the 12 months ended June 30, 2022. To learn how we can supercharge progress for you, visit hcltech.com.

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